



STRATEGIC PLAN

Scorecard 2014

PREAMBLE

The Manitoba Water Polo Association Inc. is the non-profit governing body for the sport of water polo within the Province of Manitoba. The Manitoba Water Polo Association Inc. was incorporated in 1977 with the goals of increasing membership and promoting interest in the sport of water polo throughout the Province of Manitoba

OBJECTIVES

The objectives of the Manitoba Water Polo Association Inc. are as follows:

- a. To legislate and regulate water polo competitions at all levels in Manitoba;
- b. To promote water polo in Manitoba;
- c. To raise the level and standard of officials and coaches for the sport of water polo in the Province;
- d. To raise the standards of all aspects of water polo;
- e. To support and encourage club development. A club consists of two active water polo teams registered with the Manitoba Water Polo Association Inc.

The intent of this strategic plan is to focus and guide action, resource allocation and decision-making for the next three years, and will be the basis for monitoring and evaluating the organization's performance. This long term plan will be monitored and adjusted on an annual basis.

VISION

Water Polo is the fastest growing sport in Manitoba

MISSION

The Manitoba Water Polo Association will, with our partners build a community for the growth, development and visibility of water polo

VALUES

The principles and beliefs that guide our actions are as follows:

Community	All members contribute to the success of water polo in Manitoba
Accountability	All members will take responsibility for their actions
Transparency	All members will contribute to the success of water polo in a manner that is open for all other members to see
Respect	All members will value and accept the input of all members
Ethical	All members will contribute to the sport with moral behavior at all times
Innovative	MWPA will continue to introduce new ideas and participate in original and creative thinking

ORGANIZATIONAL GOALS

Strong Water Polo Community

- Healthy clubs and program providers
- Increasing number of participants at all levels
- Water Polo community is enjoyable, welcoming and inclusive

Organization Excellence

- Model leadership through volunteer development, structure and best practices
- Actively set policy and ensure the organization has adequate resources to carry out the mission
- Engage, inspire and collaborate with individuals to combine their energy, talents and values for community improvement and enrichment

OVERALL PLAN EVALUATION

Evaluation of these strategic initiatives will be reviewed quarterly at Board of Director Meetings. Board members and staff will be responsible for continually monitoring emerging trends, critical issues, and opportunities and threats to the organization so as to address them efficiently. A comprehensive review of key performance indicators will be completed annually at the association's planning session, leading into an update of the plan for the next season. MWPA will undergo a major strategic plan revision every 3 years.

STRATEGIC PRIORITIES

We have identified the following strategic priorities that span a number of our key areas. These priorities are based on a 3-year repeat implementation strategy with updates and modifications to be made when and where necessary.

Priority 1 Membership, Clubs and Volunteers**Goal:** Increased membership at all levels**Objectives:** 10% increase in new membership in each year over the next 3 years
10% increase in return membership in each year over the next 3 years
1 new club in the first 2 years

Year	2013	2014	2015	2016
Individual Membership	463	417		
Club Membership	3	3		
New Members	56	23		
Return Members	407	394		

Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
1.1 Increase # of schools participating in school league <ul style="list-style-type: none"> Recruit and train coaches Presentations to schools Additional facilities for practices and games 	Established contacts with MPETA (Manitoba Physical Education Teachers Association) Developed a water polo workshop for teachers Established increased contacts with local schools Offered community club workshop to schools to help recruit and train coaches Other pool options offered for teams to practice	MPETA workshop hosted (5 attendees) MPETA has increased interest in supporting water polo for diverse physical literacy Seven Oaks and CKRC offered as options for teams to practice 2 school presentations 9 new coaches	Require increased collaboration with schools and administration to help promote water polo as another viable school sport option	Director – School League	

<p>1.2 Increase participation in adult league</p> <ul style="list-style-type: none"> • Offer intro program in Jan / Mar 2014 • Define program, place, cost and determine target market for effective marketing 	<p>Super League introduced</p> <p>3v3 tournament introduced</p> <p>Provincial Team Open introduced</p>	<p>Super League – 6 teams participated</p> <p>3v3 tournament - 70 participants</p> <p>PT Open - 6 teams participated</p>	<p>Increased funding required to help offset new program initiatives and their associated expenses</p> <p>Limited pool space</p>	<p>Director – Grass Roots Development</p>	
<p>1.3 Increase infrastructure</p> <ul style="list-style-type: none"> • Access to additional facilities • Acquire MWPA equipment • Offer coaching clinics to advance current coaches • Offer coaching clinics for new coaches • Offer officials clinics to new officials • Offer officials clinics to advance current officials 	<p>Reach out to other areas of the City and province to offer educational opportunities</p> <p>Research possible purchase of water polo nets</p> <p>Increase educational opportunities for coaches and officials</p> <p>Brandon Rec Centre as a possible ILWP venue</p>	<p>Community Club Coach workshop offered – 9 new coaches</p> <p>Regional Ref Course offered – 10 participants trained</p> <p>Ongoing ref evaluations – 13 regional and 2 provincial</p>	<p>Access to certified evaluators (E) and learning facilitators (LF)</p>	<p>Director - Technical</p>	
<p>1.4 Increase programming in rural areas</p> <ul style="list-style-type: none"> • Recruit pool supervisors to offer ILWP • Offer summer camps at towns within 1 hour of Winnipeg • Offer water polo programming to existing summer camps 	<p>ILWP in local YMCA's</p> <p>Introduction of Splash Ball</p>	<p>PT Coach met with local YMCA staff about program implementation</p> <p>Morris School participated in a Splash ball session – 50 participants</p>	<p>Limited interest from local YMCA's</p> <p>New funding opportunities to help offset increased expenses to travel outside of city as well as marketing material for promotion</p>	<p>Director – Grass Roots Development</p>	

1.5 Increase the # of clubs <ul style="list-style-type: none"> • Create information kit on “How to start a Club” Provide support i.e. Access to coaches, equipment	To complete kit	Kit completed	Distribution of materials – who are the key people/champions in their communities?	Director – Grass Roots Development	
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Priority 2 Governance: Board, Policy, Stakeholders Goal: Provide an organizational structure that establishes leadership, management, process and culture within the MWPA. Objectives: Establish policy governance structure and function Establish operations structure and function Effective Board orientation document and process					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
2.1 Establish Policy Governance structure <ul style="list-style-type: none"> • standing committees • identify critical areas and priorities • establish accountability documents • develop reporting and monitoring tools to: • receive reports • evaluate programs • audit internal and external operations • Develop Board Member orientation package 	Increased Board participation and numbers to help manage and implement governance structure	No new Board members	Need more people around the table to achieve goals and objectives	President	
2.2 Establish Operations structure <ul style="list-style-type: none"> • identify critical areas and priorities • develop working groups • formalize criteria for staff reporting to Board 	No action				
2.3 Actively set policy and ensure resources to carry out Mission <ul style="list-style-type: none"> • Review and revise accountability documents annually <ul style="list-style-type: none"> ○ Bylaws ○ Board policies ○ Organizational policies ○ Operational procedures • Manage effective and consistent policies and procedures ensuring content provides guiding principles and methods for accomplishing objectives 	Ongoing review of policies	2 policies reviewed	Need more people around the table to achieve goals and objectives	Secretary	

Priority 2 Governance: Board, Policy, Stakeholders Goal: Implemented strategic plan Objectives: Review and complete strategic plan Utilize the strategic plan for MWPA activities					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
2.4 Implement agreed strategic plan. Annually review and update plan. Hire consultants as necessary to work with the MWPA Board to lead the Board through this process	Increased Board participation and numbers to help manage and implement governance structure and strategic plan	No new Board members	Need more people around the table to achieve goals and objectives	E.D.	
2.5 Schedule and participate in specific sessions to review and update plan	No action			E.D.	
2.6 Establish Priorities	No action			Board	

Priority 2 Governance: Board, Policy, Stakeholders Goal: Align monitoring and evaluation processes to the MWPA mission Objectives: Develop formalized monitoring and evaluation procedures for program improvement					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
2.7 Actively implement formal evaluation strategies for development of effective and efficient programming of Target programs and supports to programs, such as: <ul style="list-style-type: none"> • ILWP • Clubs • LTAD/Competition Review • Volunteers • Coaches and Officials 	Structured meetings with water polo clubs/community to review competition formation and new WPC NCL	2 meetings held Small working group established to deal with WPC NCL program	Water polo community is small and volunteers are overwhelmed Limited athlete pool	President	
2.8 Ensure informal evaluations are considered in the evaluation process <ul style="list-style-type: none"> • Invite club Presidents, coaches, officials and athletes to provide input 	No action			President	

2.9 Actively utilize the evaluations and reports for program evaluation	No action			President	
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Priority 2 Goal: Objectives:	Governance: Board, Policy, Stakeholders Create a Mission and Vision statement that guides MWPA Revise the Mission and Vision statements to be relevant Ensure Mission and Vision statements accurately reflect organizational aspirations and environmental realities
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Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
2.10 Strengthen our mission and vision to guide our daily activities <ul style="list-style-type: none"> • Read at meetings • Review programming to ensure it aligns with mission and vision • Actively review and revise policy to support mission and vision 	Mission and Vision to be included in Board agenda Mission and vision to guide programming Review of policies	Mission and Vision included in Board agenda	Need more people around the table to achieve goals and objectives	President	

Priority 3 Active and Competitive Athletes Goal: Athletes in the Competitive stream are adhering to the LTAD recommendations Objectives: All Competitive athletes are achieving 70% of the WPC recommended training practices All Competitive athletes are achieving 70% of the WPC recommended competition					
Year	2013	2014	2015	2016	
Competitive athletes – training LTAD	70%	70%			
Competitive athletes – competition WPC	70%	70%			
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
3.1 Competitive at the highest levels of the game within the province, nationally and internationally <ul style="list-style-type: none"> • Competition Development <ul style="list-style-type: none"> ○ Structure and deliver a training support program that maximizes Long Term Athlete Development ○ Develop opportunities for athletes and coaches to excel 	Provincial Team (PT) program goal Mentorship program thru PT program	Girls Youth Cup bronze medal 3 athletes named to national age-group teams 3 PT athletes heading to play water polo at a NCAA level Male team travels to Florida International 19U girls participate in MLWP event	Access to affordable pool space Limited athlete participation	P.T. Chair	
<ul style="list-style-type: none"> • Training Program Development <ul style="list-style-type: none"> ○ Align all programs with the WPC LTAD model ○ Develop plan to implement WPC LTAD model ○ Develop and implement program evaluation plan to monitor achievement of objectives 	Ongoing review of programs for LTAD development and alignment			Director - Technical	

Priority 3 Active and Competitive Athletes Goal: Active Certified Coaches and Officials at all levels of the sport Objectives: 80 % of all active coaches are certified 80% of all active officials are certified						
Year	2013	2014	2015	2016		
% of active coaches certified	73% including HSL 91% excluding HSL	82% including HSL 92% excluding HSL				
% of active officials certified	100%	100%				
Strategy		2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
3.2 To provide learning and evaluation opportunities for coaches and officials to become competent in their abilities and achieve their full potential <ul style="list-style-type: none"> • Promotion <ul style="list-style-type: none"> ○ Connect with Coaches and Officials; to ensure the quests for knowledge and personal development are supported in Training Program Development ○ Conduct needs survey ○ Conduct program meetings ○ Ensure programs are available to athletes, coaches and officials <ul style="list-style-type: none"> ▪ More clinics ▪ More evaluations ▪ More competitions at higher level 		Offer community club and competitive coach workshops Offer minor officials training Offer regional and provincial referee theory courses Offer ongoing referee evaluation opportunities Offer mentorship program thru PT program Quarterly meetings with coaches	9 new community club coaches Minor officials training offered in conjunction with HSL – 16 attendees 10 regional refs trained 13 regional ref evaluations and 2 provincial ref evaluations 2 coaches participating in PT mentorship program as assistant coaches 2 meetings held with club coaches to discuss current programming and LTAD	Limited pool of volunteers Need for more evaluators and learning facilitators to develop a program and educate new candidates	Director - Technical	

<ul style="list-style-type: none"> • Certification <ul style="list-style-type: none"> ○ Promote the scope of training required to coach or officiate at all levels and provide opportunities to obtain 	Ongoing			Director - Technical	
<ul style="list-style-type: none"> • Monitoring <ul style="list-style-type: none"> ○ Performance analysis in the NCCP & Officials programs 	Ongoing			Director - Technical	
<ul style="list-style-type: none"> • Mentorship <ul style="list-style-type: none"> ○ Engage skilled people to teach, mentor and inspire novice coaches/officials 	Ongoing			Director - Technical	
<ul style="list-style-type: none"> • Recognition <ul style="list-style-type: none"> ○ Recognize contributions, dedication and outstanding performances 	No action – Director not in place			Director – Special Events/ Volunteers	

<p>Priority 4 Funding and Human Resources Goal: Financial Resources are in place to conduct business to achieve the Mission Objectives: Reduce Expenses Increase Revenue sources</p>					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
4.1 Ensure the organization has adequate resources to carry out mission <ul style="list-style-type: none"> • Develop relationships/partnerships with neighboring province to share resources <ul style="list-style-type: none"> ○ Joint programs and development programs to reduce expenses • Fundraising program <ul style="list-style-type: none"> ○ Develop fundraising program <ul style="list-style-type: none"> ▪ National Sport Trust Fund ▪ Conduct further strategies • Sponsorship program <ul style="list-style-type: none"> ○ Attract new sponsors and volunteers 	No action – Director not in place			Director – Sponsorship/ Fundraising	

Priority 4 Funding and Human Resources Goal: MWPA Staff and funds are linked to the mission and priorities Objectives: Clear performance measures exist to link paid staff performance to mission and goals					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
4.2 Development of Human Resource Policies and Procedures <ul style="list-style-type: none"> • Regular performance review • Awareness of trends in compensation, professional development and legislation • Clearly defined job descriptions • Recognition 	No action – job descriptions in place PT head Coach contract to be reviewed in 2015			President	
Priority 4 Funding and Human Resources Goal: Strong volunteer recognition and recruitment Objectives: Solidify volunteer base					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
4.3 Clear standards and expectations <ul style="list-style-type: none"> • Volunteer orientation document and process • Volunteer appreciation and recognition • Evaluation from volunteers focused on programs projects and services • Evaluation of volunteers • Clearly defined job descriptions & time commitment • Recognition 	No action – Director not in place			Director – Special Events/ Volunteers	
4.4 Increase the volunteer base <ul style="list-style-type: none"> • Engage parents through an annual social event • Re-engage former athletes 				Director – Special Events/ Volunteers	

Priority 5 Marketing Goal: Created an awareness of the sport of water polo in Manitoba Objectives: Promote MWPA organization as a resource to the water polo Community Promote water polo as both a sport of choice and an alternative/cross training sport					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
5.1 Develop a marketing plan <ul style="list-style-type: none"> • Include competitions, coaching programs, fundraising to support events in the marketing plan • MWPA publications support the mission • Expand other forms of media for promotion and advertising • Identify and connect with media contacts 	No action – Director not in place			Director - Promotions	

Priority 5 Marketing Goal: Increased communication with internal and external stakeholders Objectives: Communication is guided by Mission, Vision and values of MWPA					
Strategy	2014 Actions	2014 Results	2014 Challenges	Accountable	Comments
5.2 Communication to our members is clear and consistent <ul style="list-style-type: none"> • Explore technology solutions to improve communication • Facilitate discussion and dialogue among stakeholders • Interface with marketing plan to develop communication strategy 	No action – Director not in place			Director - Promotions	